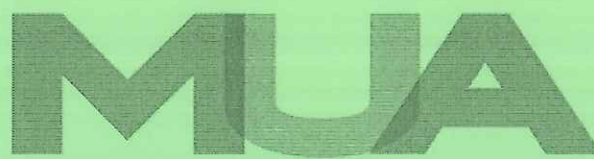


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

HRM 300: INDUSTRIAL RELATIONS

DATE: 3RD AUGUST 2018

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

PUMWANI ENTERPRISE

Pumwani Enterprise was established in 2006, initially operating two public service company vehicles with a workforce of only two drivers and two conductors with Mr. Kimani being the only Transport Manager.

As the company grew Mr. Kimani who was the transport manager decided to purchase more vehicles and recruit more drivers. Recruitment in Pumwani enterprise was always done by word of mouth but the response was always overwhelming and Mr. Kimani recruited drivers and a few conductors successfully.

The employee salaries was initially agreed at ksh 10000/= p.m and 6000/= per month for drivers. However, Mr. Kimani had indicated to the employees that the remuneration would be reviewed upwards subject to employee performance and company profitability.

By the year 2013 the company had grown and its fleet capacity had increased to fifteen vehicles and the transport manager could not cope with the work therefore he decided to recruit an Assistant Manager and he therefore recruited Mr. Wanyama as an Assistant manager to handle staff grievances, discipline, welfare, training, supervision monitor vehicle movements etc. The Transport Manager therefore took the leadership role in the organisation. Before his recruitment Mr. Wanyama the Assistant manager had worked in Utumish valuers as a caretaker and his experience was not relevant to what he was now recruited to do and therefore he experienced a lot of challenges in handling and supervising drivers and conductors and he therefore resorted to threats and intimidation as a way of getting work done. Simple complaints from drivers and conductors on working conditions degenerated into blame game, disputes and dissatisfaction this affected employee performance and eventually the transport manager decided to form a complaint committee to sort out the complaints. There was a great improvement and the complaints reduced drastically. As years went by the enterprise kept growing new vehicles were being bought and new employees were being recruited and it happened that one of the

newly recruited employee came from a company which had a strong trade union so he therefore encouraged his colloquies to form or join the trade union.

As they joined the trade union the members were promised that all their work related problems would be addressed in accordance with the requirements of the industrial labour relations. The most surprising thing with Pumwani enterprise is that as the organisation continued to perform well new employees were recruited and paid the same salaries as the old employees this was perceived as unfair yet the employer had earlier on been promised an increment based on the company's profit and employee performance. The old employees became so disgruntled and raised the matter with Mr. Wanyama who always failed to inform the Transport manager about the situation on the ground and as time passed by the labour problems continued to increase and by the time the management got to hear about it things had become worse and a strike was looming so the old employees were threatened of sacking and the management preferred new employees who were perceived to be more loyal and disciple to the company but before he took the action Mr Kimani consulted one of his friends in a similar industry who advice him to engage a consultant to assist him sort out the issues and he gladly recruited one who gave him advice and recommendation.

Required

- a) Given the case above briefly explain **three** of the causes of poor industrial relations in Pumwani enterprise (3 Marks)
- b) Explain the **three** forms of strikes that employees of an organization may resort to (3 Marks)
- c) Evaluate Government core role through Ministry of Labour and Social Security in Industrial relations (3 Marks)
- d) Explain **four** Methods for Prevention of Industrial Disputes (4 Marks)
- e) Explains four reasons as to why an employee may choose join a trade union (4 marks)
- f) Collective bargaining offers many advantages to employers, workers and the society at large. Evaluate such four advantages/importance of a collective bargaining agreement (4 Marks)

- g) Explains the steps involved in mediation (4 Marks)

QUESTION TWO

- a) Using appropriate examples discuss **four** benefits of employee involvement and Participation (8 marks)
- b) Explain the meaning of the term Mediation as used in industrial relations (1 Mark)
- c) Explain the **six** types of Cases heard in the Industrial Court (6 Marks)

QUESTION THREE

- a) "Involvement and Participation takes various forms at different Levels in an Organization"

With appropriate examples discuss the following forms of employee Involvement and Participation

- i. Scanlon Plan (2 Marks)
 - ii. Quality Circles (2 Marks)
 - iii. Suggestion Schemes (2 Marks)
- b) Write short notes on the following
- i. Ministry of labour (3 marks)
 - ii. Federation of Kenya Employers FKE (3 marks)
 - iii. Industrial relations Charter (3 marks)

QUESTION FOUR

- a) Discuss what Employee Involvement and Participation entails (3 Marks)
- b) Explain the term Conflict Resolution (2 Marks)
- c) Your New incoming boss has no strong HR background and interpersonal skills has limitations in solving conflict , advise him on five tips for managing and resolving conflict (10 Marks)

QUESTION FIVE

- a) Explain any four principal objectives of FKE (4 marks)
- b) Discuss four functions of industrial court (8 Marks)
- c) Explain the players in Labour relations in Kenya (3 Marks)

QUESTION SIX

- a) Explain six objectives of industrial relations (6 Marks)
- b) "Developments in the practice of industrial relations since the 1960s can be divided into six phases" Outline the six phases (6 Marks)
- c) Explain three aims of Employee Involvement and Participation (3 Marks)

